

Mass BizWorks\$

Resource Guide

www.mass.gov/bizworks

800-252-1591



Table of Contents

Recruiting and Hiring

Department of Career Services (DCS) – One-Stop Career Centers	4
Department of Career Services - Work Opportunity Tax Credit (WOTC)	7
Massachusetts Public Higher Education - State Colleges and Universities	10

Training and Consultation

Commonwealth Corporation - Workforce Training Fund Programs (WTFP)	14
Department of Career Services (DCS) - On-the-Job Training (OJT) Program	17
The Division of Apprentice Standards (DAS) – Apprenticeship Programs	19
Department of Industrial Accidents (DIA) - Safety Grant Program	21
Department of Labor Standards - OSHA Consultation Program	23

Layoff Aversion and Management

Department of Career Services (DCS) - Rapid Response	26
Department of Unemployment Assistance (DUA) - Unemployment Insurance (UI) Program	28
Department of Unemployment Assistance (DUA) - WorkShare Program	31

Business Development and Partnerships

Massachusetts Office of Business Development (MOBD) - The Economic Development Incentive Program (EDIP)	34
Massachusetts Manufacturing Extension Partnership (MassMEP)	36
Massachusetts Growth Capital Corporation (MGCC)	37
Massachusetts Small Business Development Center (MSBDC) Network	39
MassDevelopment	41
U.S. Small Business Administration (SBA)	42
Workforce Development Boards (WDBs)	43

Important Websites

45

Resource Contact List

47

Important: The information provided in this guide may change without notice. For the latest information, please call your Mass BizWorks representative, or go to our website, www.mass.gov/bizworks.

Rev 6-1-15

Recruiting and Hiring

Department of Career Services (DCS) - One Stop Career Centers

What is the purpose of this resource?

The Department of Career Services (DCS) is one of several constituent departments of the Massachusetts Executive Office of Labor and Workforce Development. DCS oversees Massachusetts' network of One-Stop Career Centers (OSCCs). There are numerous career centers in Massachusetts.

A variety of employment-related services for businesses is available at the centers for little or no cost. Staff at the career centers can assist with recruiting and screening qualified applicants. They can also provide guidance on how to reach out to specific populations in employers' recruiting efforts, as well as hiring tax credits for which a company may be eligible.

What benefits or services are offered by this resource to employers?

- **Post a job opening:** Employment openings can be posted by career center staff on the Massachusetts One-Stop Employment System and JobQuest, making them accessible to thousands of job seekers at no cost.
- **Job fairs:** Job fairs, organized by career center staff, provide an opportunity for employers to meet a large number of qualified job seekers. Employers are able to recruit and screen job seekers in an effective and efficient manner, including interviewing and making offers to candidates at job fairs. There are also opportunities for employers to participate in industry-specific job fairs.
- **Use of center facility:** Many career centers make their conference rooms, resource rooms, and/or other areas available for employers to use for recruiting, interviewing, hiring, and training at little or no cost.
- **Labor market information:** Career centers have current labor market information and can provide employers with data on prevailing industry wages, employment data by community, and other state/national trends regarding employment and the labor market.
- **Initial pre-screening of applicants prior to referral:** Based on the qualifications desired by employers when job orders are filed, career center staff can pre-screen applicants for job openings prior to their referral to the employer.
- **Job matching:** Staff at the career centers can match qualified candidates with employers' openings. As job seekers work with career center specialists, the specialists will send employers the resumes of candidates who have the skills, education, and experience that the employer requires.
- **Targeted recruitments:** Career center staff can organize a specialized recruitment event exclusively for an employer at the career center. Staff will contact the candidates who have the qualifications, skills, and experience needed to fill an employer's vacancies, all of which are focused solely on the employer's requirements. The centers offer private facilities and professional atmosphere to interview candidates, staff assistance, and marketing of the company and its available openings to a large pool of skilled job seekers.
- **Outplacement services:** Career centers can provide programs and services to help dislocated workers find jobs after a layoff or reduction in force has occurred.
- **Youth programs:** Career centers coordinate opportunities for employers to engage youth and teach them the skills needed to succeed and reach their full potential. Opportunities may include: student employment, internships, job shadowing, or guest speaking to a group of youth.

- **Information resources:** Career center staff can provide information and guidance on funding for training and employee skills development, working with individuals with disabilities, Unemployment Insurance, work opportunity tax credits, and other topics.
- Other specialized services for employers are available at several career centers such as employer to employer networking opportunities, employer-of-the-month recognition with website advertisement, and other services.

Who is eligible for these benefits and services?

All businesses can access services at a One-Stop Career Center.

Contact Info:

An employer may contact the nearest One-Stop Career Center and ask to speak with the Business Service Representative for more information. A list of centers can be found on the following page and links to Massachusetts career centers can be found at www.mass.gov/careercenters.

An employer may also call the Department of Career Services at 617-626-5300 or the federal American Job Center/One-Stop Career Center Helpline at 1-877-US-2JOBS (or 1-877-872-5627).

A business/employer may also post job openings online on JobQuest at: www.mass.gov/jobquest/employers.



Massachusetts One-Stop Career Centers (OSCCs)

A business/employer may ask to speak with a Business Service Representative at the OSCCs

Boston/Metro North Region		Central Region	
Boston Career Link 1010 Harrison Avenue Boston, MA 02119 617-541-1400 www.bostoncareerlink.org	Career Source 186 Alewife Brook Parkway Suite 310 Cambridge, MA 02138 617-661-7867 www.yourcareersource.com	North Central Career Center 100 Erdman Way Leominster, MA 01453 978-534-1481 www.ccncm.com	Employment & Training Resources 1671 Worcester Road Framingham, MA 01701 508-766-5700 www.etrcc.com
CareerSolution 75 Federal Street, Third Floor Boston, MA 02110 617-737-0093 www.careersolution.org	Career Source* 4 Gerrish Avenue Chelsea, MA 02150 617-884-4333 www.yourcareersource.com	North Central Career Center* 25 Main Street Gardner, MA 01440 978-632-5050 www.ccncm.com	Employment & Training Resources 275 Prospect Street Norwood, MA 02062 781-769-4120 www.etrcc.com
The Career Place 100 Trade Center Suite G100 Woburn, MA 01801 781-932-5500 www.careerplace.org		Workforce Central Career Center 425 Fortune Boulevard, Suite 201 Milford, MA 01757 508-478-4300 www.workforcecentralma.org	Workforce Central Career Center 44 Front Street, Sixth Floor Worcester, MA 01608 508-799-1600 www.workforcecentralma.org
Northeast Region		Western Region	
Career Center of Lowell 107 Merrimack Street Lowell, MA 01852 978-458-2503 www.cclowell.org	North Shore Career Center of Salem 70 Washington Street, First Floor Salem, Massachusetts 01970 978-825-7200 www.nscareers.org	Workforce Central Career Center 5 Optical Drive, Suite 200 Southbridge, MA 01550 508-765-6430 www.workforcecentralma.org	
ValleyWorks Career Center Heritage Place 439 South Union Street Building 2, Suite 106 Lawrence, MA 01843 978-722-7000 www.valleyworks.cc	North Shore Career Center of Gloucester* 5 Pleasant Street Gloucester, MA 01930 978-283-4772 www.nscareers.org	Franklin/Hampshire Career Center One Arch Place Greenfield, MA 01301 413-774-4361 www.fhcc-onestop.com	CareerPoint 850 High Street Holyoke, MA 01040 413-532-4900 www.careerpointma.org
Access Point – NSCC – Lynn* North Shore Community College 300 Broad Street, LW 131 Lynn, MA 01901 781-691-7450 www.nscareers.org	ValleyWorks Career Center Northern Essex Community College Haverhill Campus, 100 Elliott Street, Student Center, First Floor Rm. SC118 Haverhill, MA 01830 978-241-4730 www.valleyworks.cc	Franklin/Hampshire Career Center 178 Industrial Drive Suite One Northampton, MA 01060 413-586-6506 www.fhcc-onestop.com	BerkshireWorks Career Center 160 North Street Pittsfield, MA 01220 413-499-2220 www.berkshireworks.org
Southeast Region		FutureWorks Career Center	
Attleboro Career Center 95 Pine Street Attleboro, MA 02703 508-222-1950 www.bristolwib.org	Career Opportunities Hyannis 372 North Street Hyannis, MA 02601 508-771-JOBS (5627) www.capejobs.com	FutureWorks Career Center STCC Technology Park 1 Federal Street Building 103-3 Springfield, MA 01105 413-858-2800 www.getajob.cc	
Taunton Career Center 72 School Street Taunton, MA 02780 508-977-1400 www.bristolwib.org	Greater New Bedford Career Center 618 Acushnet Avenue New Bedford, MA 02740 508-990-4000 www.newbedfordcareercenter.org (Services also provided in Wareham)	Quincy Career Center 152 Parking Way Quincy, MA 02169 617-745-4000 www.plymouthcareercenter.org	CareerWorks 34 School Street Brockton, MA 02301 508-513-3400 www.careerworks.org
Fall River Career Center 446 North Main Street Fall River, MA 02720 508-730-5000 www.bristolwib.org	New Bedford Career Center* Youth Annex, Five Dover Street New Bedford, MA 02740 (508) 990-4000 www.newbedfordcareercenter.org	Plymouth Career Center 36 Cordage Park Circle, Suite 200 Plymouth, MA 02360 508-732-5300 www.plymouthcareercenter.org	

* Limited Services

Department of Career Services (DCS) - Work Opportunity Tax Credit (WOTC)

What is the purpose of this resource?

The Department of Career Services (DCS) oversees a number of labor and workforce development programs including the Work Opportunity Tax Credit (WOTC) program. WOTC is a federal income tax credit incentive provided to private sector employers. An employer may be eligible for WOTC when they hire and retain Veterans and individuals from other target groups with significant barriers to employment. The WOTC tax credit is a one-time tax credit for each new hire – and there is no limit to the number of new hires who can qualify an employer for a tax credit. The requirements for this program are set by the Internal Revenue Service and the U.S. Department of Labor, Employment and Training Administration. Employers claim about \$1 billion in tax credits each year under the WOTC program.

What benefits or services are offered by this resource to employers?

The tax credit employers can claim depends on the target group of the individual hired, the wages paid to that individual in the first year of employment, and the number of hours that individual worked. The maximum tax credit for each target group ranges from **\$1,200** to **\$9,600**, depending on the employee hired.

- If the individual works at least 120 hours, the employer may claim a tax credit equal to 25% of the individual's first year wages, up to the maximum tax credit.
- If the individual works at least 400 hours, the employer may claim a tax credit equal to 40% of the individual's first year wages, up to the maximum tax credit.

Only for the Long-term Temporary Assistance for Needy Families (TANF) target group, the credit is available to employers who hire members of this group for a two-year period.

- In the first year, employers may claim a tax credit equal to:
 - 25% of the first-year wages, up to the maximum tax credit, if the individual works at least 120 hours.
 - 40% of the first-year wages, up to the maximum tax credit, if the individual works at least 400 hours.
- In the second year, employers may claim a tax credit equal to:
 - 25% of the second-year wages, up to the maximum tax credit, if the individual works at least 120 hours.
 - 50% of the second-year wages, up to the maximum tax credit, if the individual works at least 400 hours.

Who is eligible for these benefits and services?

Businesses that hire individuals from these target groups:

- Veterans,
- TANF (Temporary Assistance for Needy Families) recipients,
- SNAP (Food Stamp) recipients,
- Designated Community residents (living in Empowerment Zones/Rural Renewal counties),
- Vocational rehabilitation referral,
- Ex-felons,
- Supplemental Security Income recipients, or
- Summer youth employee (living in Empowerment Zones).

WOTC policies and requirements include:

- Not retroactive for current employees.
- Must be “new” employee - not a rehire.
- Time sensitive — 28 days from start date.

Target Group Eligibility Definitions:

A Veteran who is:

- A member of a family that received SNAP benefits (Food Stamps) for at least a three-month period during the 15-month period ending on the hiring date.
- Entitled to compensation for a service-connected disability:
 - Hired within one year of discharge or release from active duty.
 - Unemployed at least six months in the year ending on the hiring date.
- Unemployed:
 - At least four weeks in the year ending on the hiring date.
 - At least six months in the year ending on the hiring date.

Please note that to be considered a Veteran eligible for WOTC, an individual must meet these two standards:

- Have served on active duty (not including training) in the U.S. Armed Forces for more than 180 days or have been discharged or released from active duty for a service-connected disability.
- Not have a period of active duty (not including training) of more than 90 days that ended during the 60-day period ending on the hiring date.

Long-term Temporary Assistance for Needy Families (TANF) Recipient:

A member of a family that meets one of the following circumstances:

- Received TANF benefits for at least 18 consecutive months ending on the hiring date.
- Received TANF benefits for at least 18 consecutive or non-consecutive months after August 5, 1997, and has a hiring date that is not more than two years after the end of the earliest 18-month period after August 5, 1997.
- Stopped being eligible for TANF payments during the past two years because a federal or state law limited the maximum time those payments could be made.

Short-term TANF Recipient:

- A member of a family that received TANF benefits for any nine-month period during the 18-month period ending on the hiring date.

SNAP (Food Stamp) Recipient:

- An 18-39 year old member of a family that received Supplemental Nutrition Assistance Program (SNAP) benefits for the six months ending on the hiring date or received SNAP benefits for at least three of the five months ending on the hiring date.

Designated Community Resident:

- An 18-39 year old who lives within one of the federally-designated Rural Renewal Counties or Empowerment Zones.

Vocational Rehabilitation Referral:

- An individual with a disability who completed or is completing rehabilitative services from a state-certified agency, an Employment Network under the Ticket to Work program, or the U.S. Department of Veteran Affairs.

Ex-felon:

- An individual who has been convicted of a felony and has a hiring date that is not more than one year after the conviction or release from prison.

What is the process for an employer to apply?

- Complete page one of IRS *Form 8850* by the day the job offer is made.
- Complete page two of IRS *Form 8850* after the individual is hired.
- Complete ETA *Form 9061* or ETA *Form 9062* if the employee has been conditionally certified as belonging to a WOTC target group by a state workforce agency, Vocational Rehabilitation agency, or another participating agency.
- Submit the completed and signed IRS and ETA forms to the Massachusetts Department of Career Services (DCS). Forms must be submitted within 28 calendar days of the employee's start date.
- Wait for a final determination from DCS. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.

Contact Info:

Department of Career Services
Work Opportunity Tax Credit Unit

Charles F. Hurley Building
19 Staniford Street, 1st Floor
Boston, MA 02114
617-626-5353
www.mass.gov/dcs/wotc

Also, please refer to page 47 for specific contact information.



Massachusetts Public Higher Education - Community Colleges and State Universities

What is the purpose of this resource?

The Massachusetts Public Higher Education system has a growing record of achievement in meeting the workforce training needs of the Commonwealth's employers. The state's 29 campuses are committed to offering timely, comprehensive assistance to businesses that want to provide training and educational opportunities.

The higher education system is comprised of 29 campuses divided into three segments, including 15 community colleges, nine state universities, and five campuses of the University of Massachusetts. These campuses serve 300,000 students annually and in the 2013–2014 academic year alone, awarded over 43,000 degrees and certificates (14,706 from community colleges, 11,137 from state universities, and 17,174 from University of Massachusetts campuses).

What benefits or services are offered by this resource to employers?

- A large pool of talented graduates that possess the skills and education levels that companies look to hire in order to compete in today's global economy. Nine out of every ten graduates of a Massachusetts public college or university remains in state one year after graduation, working or pursuing further studies. On campus, local employers will find opportunities to participate in career and internship fairs as well as hold information sessions.
- Contract workforce training is offered, on a fee-for-service basis, by community colleges to meet specific and immediate training needs of individual employers. Contract training courses are typically designed to improve the skills of incumbent workers or those of unemployed workers seeking jobs with the particular employer.
- Other specialized services for employers such as employer networking events or the opportunity to rent campus space for events.

Who is eligible for these benefits and services?

All businesses can access employer services and participate in career events of the Massachusetts public higher-education system.

Contact Info:

An employer may contact any community college and state university to reach a school's career services or workforce development department and inquire about how to recruit students and graduates or to inquire about contract training. A list of Massachusetts community colleges and state universities can be found on the following page, and links to the colleges and universities can be found at:

www.mass.edu/campuses/phecampuses.asp



Massachusetts Public Higher Education

Community Colleges

Berkshire Community College 1350 West Street Pittsfield, MA 01201 413-236-1000 www.berkshirecc.edu	Holyoke Community College 303 Homestead Avenue Holyoke, MA 01040 413-538-7000 www.hcc.edu	North Shore Community College One Ferncroft Road Danvers, MA 01923 978-762-4000 www.northshore.edu
Bristol Community College 777 Elsbree Street Fall River, MA 02720 508-678-2811 www.bristolcc.edu	Massachusetts Bay Community College 50 Oakland Street Wellesley Hills, MA 02481 781-239-3000 www.massbay.edu	Northern Essex Community College 100 Elliott Street Haverhill, MA 01830 978-556-3000 www.necc.mass.edu
Bunker Hill Community College 250 New Rutherford Avenue Boston, MA 02129 617-228-2000 www.bhcc.mass.edu	Massasoit Community College 900 Randolph Street Canton, MA 02021 508-588-9100 www.massasoit.mass.edu	Quinsigamond Community College 670 West Boylston Street Worcester, MA 01606 508-853-2300 www.qcc.edu
Cape Cod Community College 2240 Iyannough Road West Barnstable, MA 02668 508-362-2131 www.capecod.edu	Middlesex Community College 33 Kearney Square Lowell, MA 01852 978-656-3370 www.middlesex.mass.edu	Roxbury Community College 1234 Columbus Avenue Roxbury, MA 02120 617-427-0060 www.rcc.mass.edu
Greenfield Community College One College Drive Greenfield, MA 01301 413-775-1000 www.gcc.mass.edu	Mount Wachusett Community College 444 Green Street Gardner, MA 01440 978-632-6600 www.mwcc.edu	Springfield Technical Community College One Armory Street Springfield, MA 01105 413-781-7822 www.stcc.edu

State Universities

Bridgewater State University 131 Summer Street Bridgewater, MA 02325 508-531-1000 www.bridgew.edu	Massachusetts College of Art and Design 621 Huntington Avenue Boston, MA 02115 617-879-7000 www.massart.edu	Salem State University 352 Lafayette Street Salem, MA 01970 978-542-6000 www.salemstate.edu
Fitchburg State University 160 Pearl Street Fitchburg MA 01420 978-665-3000 www.fitchburgstate.edu	Massachusetts College of Liberal Arts 375 Church Street North Adams, MA 01247 413-662-5000 www.mcla.mass.edu	Westfield State University 577 Western Avenue Westfield, MA 01086 413-572-5300 www.westfield.ma.edu
Framingham State University 100 State Street Framingham, MA 01701 508-620-1220 www.framingham.edu	Massachusetts Maritime Academy 101 Academy Drive Buzzards Bay, MA 02532 508-830-5000 www.maritime.edu	Worcester State University 486 Chandler Street Worcester, MA 01602 508-929-8000 www.worcester.edu

University of Massachusetts

University of Massachusetts Amherst 300 Massachusetts Avenue Amherst MA 01003 413-545-0111 www.umass.edu	University of Massachusetts Dartmouth 285 Old Westport Road North Dartmouth, MA 02747 508 999-8000 www.umassd.edu	University of Massachusetts Worcester - Medical Center 55 Lake Avenue North Worcester, MA 01655 508-856-8989 www.umassmed.edu
University of Massachusetts Boston 100 Morrissey Boulevard Boston, MA 02125 617-287-5000 www.umb.edu	University of Massachusetts Lowell One University Avenue Lowell, MA 01854 978-934-4000 www.uml.edu	

Training and Consultation

Commonwealth Corporation - Workforce Training Fund Program (WTFP)

What is the purpose of this resource?

Commonwealth Corporation designs and executes workforce programs in partnership with businesses, educators, and providers across the state. These programs address persistent workforce challenges, such as the skills gap for targeted industries and populations. They seek to meet the immediate and emerging workforce needs of businesses and workers so that they can thrive in our dynamic economy.

Commonwealth Corporation works to create multiple pathways that meet the needs of young people who are disconnected from education and employment. Because work experience is critically important for young people's long-term success, they work to expand job opportunities for young people. Commonwealth Corporation is also dedicated to advancing the entire field of workforce development. Through its *Workforce Development in Practice* series, Commonwealth Corporation shares best practices with the field of more than 100 community-based providers, 33 career centers, 16 workforce boards, and 15 community colleges. In addition, Commonwealth Corporation is recognized as a national leader in creating sector strategies that address the skill needs of employers in targeted industries. One grant program that they administer which helps address business productivity and competitiveness is the Workforce Training Fund Program (WTFP).

The Workforce Training Fund is a state fund enacted into law in July 1998. The program's purpose is to provide funds/resources to Massachusetts businesses and labor organizations to train current and newly hired employees and assist in upgrading the skills of Massachusetts workers. The program funds projects that:

- Promote job growth, job retention, or increased wages.
- Improve productivity, competitiveness, and ability to do business in Massachusetts.
- Include employers who have made a commitment to provide significant private investment in training during and after the grant.

The Workforce Training Fund consists of two programs:

1. The General Program
2. The Express Program

What benefits or services are offered by this resource to employers?

General Program (Two General Program grants are available):

- **General Program Training Grants** are direct grants awarded competitively to employers, employer organizations, labor organizations, training providers, or a consortium of such entities, to train current and newly hired workers. The maximum amount of a training grant is **\$250,000**. Grant funds may be used to pay for employee training delivered by qualified training vendors of the applicant's choosing. Training must be completed within 24 months.

Company/organization contribution requirement: Funds must be matched dollar-for-dollar; match may be cash or in-kind, including wages paid to employees during training.

- **Technical Assistance Grants** are grants designed to assist an employer, or group of employers or employees, determine their training needs and develop a curriculum to satisfy those needs as well as costs associated with the training. This in turn will lead to a General Program Training Grant application. The maximum amount of a technical assistance grant is **\$25,000**. Grant activity must be completed in 12 months.

Company/organization contribution requirement: Funds must be matched dollar-for-dollar; match may be cash or in-kind; this can include staff time, materials, or other expenses directly related to the grant.

Express Program

- These grants are designed to help pay for up to 50% of the cost of training courses which must be selected from a database of pre-qualified courses. The maximum award is **\$30,000** per company for up to **\$3,000** per employee per course. Training must be completed within 24 months.

Company/organization contribution requirement: Companies will be reimbursed for 50% of the total cost of training, up to \$3,000 per employee, per course.

Who is eligible for these benefits and services?

General Program

- **Training Grants:** Employers of any size or a consortium of employers are eligible to receive training grants of up to \$250,000. Participating employer(s) must contribute to the Workforce Training Fund.
- **Technical Assistance Grants:** Employers of any size, or a consortium of employers are eligible to receive planning grants of up to \$25,000. Participating employer(s) must contribute to the Workforce Training Fund.

Express Program

- Employers with 100 or fewer employees in Massachusetts are eligible to receive training grants of up to \$30,000. Participating employers must contribute to the Workforce Training Fund.

What is the process for an employer to apply?

- Employers can download, complete, and email the General Program application. The Express grant application is located online. Both applications can be accessed at www.commcorp.org/wtfp. Workshops and informational sessions are facilitated to assist candidates in completing the application.
- A Certificate of Good Standing, obtained from the Massachusetts Department of Revenue, must accompany any grant application. This can be obtained online through the Massachusetts Department of Revenue website or via a link on the Workforce Training Fund website.
- The General Program does not have a deadline; applications may be submitted at any time. In most cases, decisions are made within 60 days. Training may begin as soon as an application has been approved and a contract executed.
- The Express Grant also does not have a deadline; applications may be submitted at any time. Decisions are often made within 21 days. Training may begin within six weeks.

Contact Info:

Commonwealth Corporation
2 Oliver Street, 5th Floor
Boston, MA 02109
617-727-8158
www.commcorp.org/wtfp

Also, please refer to page 47
for specific contact information.



Department of Career Services (DCS) - On-the-Job Training (OJT) Program

What is the purpose of this resource?

The Department of Career Services (DCS) oversees Massachusetts's network of One-Stop Career Centers, which assist employers in finding qualified workers and administer the On-the-Job Training (OJT) Program.

The OJT Program supports employers with the cost of hiring and training a new employee. It is funded through the federal Workforce Innovation and Opportunity Act (WIOA). The OJT Program enables employers to hire new, eligible employees and train them at their place of business while being reimbursed a percentage of their wages during the training period. The OJT model is an “earn while you learn” strategy that provides training by an employer to a paid employee while they are engaged in productive work in a job, which provides knowledge or skills essential to the full and adequate performance of the job.

What benefits or services are offered by this resource to employers?

Employer Benefits:

- Reduction in the cost of hiring and training.
- Pre-screened applicants for a position — the employer decides who to hire.
- Customized training for new hires.
- Reimbursement to the employer for a percentage of the wages during the predetermined training period. Reimbursement rate is based on the size of the employer.

Employee Benefits:

- Workers are provided with employment.
- Workers can earn as they learn.
- Workers receive supervision and job coaching during the training period.

Who is eligible for these benefits and services?

OJT is available to private companies and non-profit organizations. OJT is subject to employer eligibility and available funding.

The On-the-Job Training (OJT) Program is a contractual agreement. Employers must agree to:

- Hire a trainee for a full-time permanent position.
- Support the development and implementation of a training plan to guide the employee's training period.
- Pay trainees wages and provide benefits commensurate with other employees doing similar work and with similar experience. OJT trainees are employees and are subject to the employer's policies.
- Commit to continued employment upon successful completion of the training period.
- Provide substantive On-the-Job Training. Training takes place at the employer's location, with their equipment, under their guidelines. The length of training will be determined by the job description and demonstrated participant skill gaps. The maximum length of the training period is 1040 hours.
- Submit monthly trainee evaluations and payroll records to the Career Center for wage reimbursement.

What is the process for an employer to apply?

- Meet with a Career Center representative at the employer's place of business to learn more about the OJT Program and to determine employer eligibility.
- Speak with the Career Center representative about OJT opportunities and the type of trainee that the employer seeks. The Career Center representative will work with the employer to find pre-screened candidates that meet the employer's qualifications.
- Hire the OJT trainee according to the employer's hiring process and hiring needs. As an employee, the employer trains the trainee the employer's way. The Career Center representative will assist the employer in designing a training plan to ensure successful on-the-job training.
- Submit payroll records and monthly evaluations to the Career Center to get reimbursed a percentage of the OJT trainee's wages during the training. The Career Center representative will be there to assist every step of the way.
- Provide permanent employment to the trainee after successful completion of the OJT period.

Contact Info:

An employer may contact the nearest One-Stop Career Center and ask to speak with the Business Service Representative for more information on the OJT program. Links to Massachusetts career centers can be found at www.mass.gov/careercenters. An employer may also visit the Massachusetts OJT webpage at: www.mass.gov/dcs/ojt.



The Division of Apprentice Standards (DAS) – Apprenticeship Programs

What is the purpose of this resource?

The Division of Apprentice Standards (DAS), previously called Division of Apprentice Training (DAT), is the agency responsible for promoting, developing, and servicing registered apprenticeship programs in the Commonwealth of Massachusetts. Having skilled workers is critical to the success of any business. As society progresses in the 21st century, this need will become even more critical. By participating in registered apprenticeship, employers can build a dynamic, self-empowered workforce that will lead their business into the future.

What benefits or services are offered by this resource to employers?

Apprentices work and train from day one, which helps sponsoring employers address two problems at once: the shortage of skilled workers and the need for a highly skilled workforce.

- An apprentice is in the workforce from day one, training is coupled with work and productivity.
- Apprenticeships allow employers to tailor their employee training to fit their specific needs: in their facility, on their equipment, in their environment, and meeting their standards and goals.
- An apprenticeship provides employers an internal career ladder and is a mechanism to promote current unskilled workers.

Top Ten Reasons Why Employers Choose Apprenticeship

1. Earn a return on investment
2. Become more competitive
3. Increase productivity
4. Increase safety
5. Replenish skilled workforce
6. Benefit from skilled workers
7. Gain a more knowledgeable workforce
8. Retain skilled employees
9. Instill company values and procedures
10. Attract better applicants

Who is eligible for these benefits and services?

Businesses can register apprentices through the Division of Apprentice Standards. Please contact a Compliance Officer at www.mass.gov/dols/apprentice-compliance to establish an apprentice program.

What is the process for an employer to apply?

An employer may start the application process by calling the DAS office to schedule a meeting with field personnel. Staff will schedule a meeting within two weeks of initial contact. At the meeting, field staff will verify the place of business and explain the requirements of the apprenticeship model. Sponsor applicants may view a sample copy of the sponsor application, standards and all statutes, regulations, and policies on the DAS website.

Only original copies of the Standards as supplied by staff will be accepted. Field staff will help the applicant fill out the necessary forms and explain how the apprenticeship model works. A meeting will be scheduled at the applicant's place of business and the nearest Career Center. These meetings can occur at any point in the process prior to approval. At the Career Center meeting, staff will familiarize the applicant with the services available. The applicant will not be required to register with the Career Center. The sponsor need only become knowledgeable with the Career Center services, location, and contact person.

The sponsor will be required to have:

- Program Standards as supplied by the Division or the Sponsor. Standards describe the guidelines of the program and may be modified with the approval of the Director.
- A written apprenticeship intake policy is required for all apprenticeship programs. As an example, this policy might include:
 - Placing job requests with a Career Center.
 - Intake through a Vocational School (Articulation Agreement).
 - Print or electronic media, such as newspaper or internet ads.
 - Walk-ins or personal contacts.
- A written related training program specifying the curriculum and with whom the 150 hours of training will be conducted for the term of the apprenticeship. Training may be conducted in-house or be contracted to a training provider approved by DAS.
- On the job work processes for the term of the apprenticeship. The field staff can provide the applicant with most work processes in the construction occupations.

The fees associated with the Division are as follows:

- Annual sponsor fee \$300.
- Annual Apprentice ID fee \$35.
- Sponsor verification \$50.

The approval process can take between four to six weeks depending on the complexity of the program and scheduling. All new programs will have a one-year probationary period.

Contact Info:

Department of Labor Standards
 Division of Apprentice Standards
 Charles F. Hurley Building
 19 Staniford Street, Second Floor
 Boston, MA 02114
 617-626-5409
www.mass.gov/das



Also, please refer to page 47 for specific contact information.

Department of Industrial Accidents (DIA) - Safety Grant Program

What is the purpose of this resource?

The Department of Industrial Accidents (DIA), through the Office of Safety, awards up to \$25,000 to qualifying employers and is the only State agency in the Commonwealth of Massachusetts whose primary function is to:

- Provide financial assistance for the prevention of occupational injury, illness, and death in the workplace.
- Determine the eligibility for a safety grant, walk employers through the process, and answer their questions in terms they can understand.

Each fiscal year (July 1 through June 30 of the following year), the Department of Industrial Accidents awards up to **\$25,000** to various organizations to fund workplace safety training. The goal of this program is to:

- Promote safe and healthy conditions in the workplace through training, education, and other preventative programs.
- Encourage training programs in languages other than English, if that pertains to the organization applying for the grant.

What benefits or services are offered by this resource to employers?

Safety awards:

- Are intended to fund Massachusetts based employees and Massachusetts based training providers.
- Cover training costs, which are paid on a per-class or per-person basis. Those costs should incorporate the cost of all training materials and certifications where practical.
- Pay administrative costs up to seven percent of the total amount expended.

Who is eligible for these benefits and services?

- Employers operating within the Commonwealth of Massachusetts and whose entire staff, including consultants, are covered by Massachusetts Workers' Compensation Law (M.G.L. Chapter 152). Employers may call the Office of Safety to determine your eligibility.
- Strong preference will be given to employers and organizations who demonstrate a compelling program design that addresses an injury history, potential injury, or provides a proactive approach to injury prevention.

What is the process for an employer to apply?

- Safety Training Grant applications will be accepted beginning in May. Timetable for funding is determined by the fiscal year, therefore, **all training must be completed on or before June 30 of the following year.**
- Companies and organizations are encouraged to apply as soon as possible to have the maximum practical opportunity for funding. However, the application process is open and grants will continue to be routinely evaluated.
- Programs can begin once applicants are in full compliance with all obligations to the Department of Unemployment Assistance, Department of Industrial Accidents, and any other obligations to the Commonwealth of Massachusetts and final contract documentation is completed.

Contact Info:

Department of Industrial Accidents
Office of Safety
One Congress Street
Boston MA 02114
617-727-4900 or 1-800-323-3249
Safety@massmail.state.ma.us
www.mass.gov/dia/safety

Also, please refer to page 47 for specific contact information.



The Department of Labor Standards – OSHA Consultation Program

What is the purpose of this resource?

The Department of Labor Standards (DLS) offers a free consultation service designed to help employers recognize and control potential safety and health hazards at their worksites, improve their safety and health program, assist in training employees, and possibly qualify for a two-year exemption from programmed Occupational Safety and Health Administration (OSHA) inspections.

What benefits or services are offered by this resource to employers?

This free service will:

- Help employers recognize hazards in their workplace.
- Suggest control measures and options for solving a safety or health problem.
- Provide technical support and guidance.
- Monitor worker exposures to air contaminants and other potential health hazards.
- Assist employers in writing and implementing OSHA required written programs.
- Help employers establish or strengthen a safety and health program.
- Provide training and education for the employer and employees.
- Work with qualified employers to gain membership into the Safety and Health Achievement Recognition Program (SHARP).

The consultation service is completely separate from federal OSHA inspection and enforcement efforts. The consultation service consists of highly-trained safety and health professionals. Consultants issue no citations or penalties for non-compliance. The employer's obligation is to correct all serious safety and health hazards in a timely manner. It is a confidential service in which the firm's name, other information, and any unsafe or unhealthy working conditions found, will not be reported routinely to OSHA.

Who is eligible for these benefits and services?

All private employers in Massachusetts are eligible. However, priority is given to small employers in high-hazard industries. Small employers are defined by OSHA as having 250 or less employees at a worksite and 500 or less employees nationwide. Examples of high-hazard industries are construction, healthcare, and manufacturing.

What is the process for an employer?

1. The first step is for the employer to contact the consultation service by phone or email to request a consultation visit.
2. A consultant will be assigned to the employer and will make contact to schedule a visit.
3. At least one, and possibly two, consultants will go to the worksite. They will conduct an opening conference describing the process further, perform a thorough safety and health assessment, conduct monitoring, interview employees, and conclude with a closing conference. Typically the process takes one full day per visit.
4. Following the visit, the consultant will provide the employer with a written report explaining all findings, listing possible control measures, and confirming abatement periods, as discussed in the closing conference.
5. The employer is required to correct all serious and imminent hazards listed in the report.
6. Once completed, the employer will submit confirmation the hazards have been abated.
7. The consultant may return for a follow-up survey, although this is rarely necessary.

Contact Info

OSHA Consultation Program
37 Shattuck Street
Lawrence, MA 01843
(508) 616-0461
www.mass.gov/dols/consult



Layoff Aversion and Management

Department of Career Services (DCS) - Rapid Response

What is the purpose of this resource?

Rapid Response is a pro-active, business-focused, and flexible program designed for two major purposes. First, to help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills a company needs to be competitive.

The second is to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize the disruptions on companies, affected workers, and communities that are associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transitions associated with job loss. The State Rapid Response team also works with the Massachusetts AFL-CIO Rapid Response Services for Unionized Workers to provide information and assist unions and its workers who are experiencing layoffs or downsizing.

What benefits or services are offered by this resource to employers?

Layoff Aversion

- Match businesses that are in transition with similar skill sets.
- Communicate directly with employers on their needs and what is necessary to avoid layoffs.
- Educate employers on various state and local programs and agencies such as the WorkShare Program, Workforce Training Fund, tax incentives, business loans, growth-based systems for manufacturing, employee ownership and succession plans, export opportunity identification, SBA information, etc.
- Provide information and assistance if an employer is considering selling a business to a buyer, several buyers, a management group, or employees.

Managing a Layoff

Benefits for employees/dislocated workers include:

- On-site workshops on looking for a job, resume preparation, interviewing, the Unemployment Insurance process, and other relevant topics.
- One-on-one career counseling and job-search assistance.
- Leads to jobs in similar companies that are hiring.
- Information on the local labor market; education and training opportunities; health benefits and pensions; access to computers, telephones, and fax machines for job searches; and special services for Veterans and adults with disabilities.
- Introduction to representatives of other organizations and programs that can help dislocated workers through this transition including, but not limited to, One-Stop-Career Centers.
- Information on Trade Adjustment Assistance (TAA) benefits to workers whose jobs are lost due to foreign trade or shifts in production out of the United States if company is certified as trade-affected.

Benefits for employers include:

- Information for companies about any state or federal requirements/laws for notification, including the Worker Adjustment and Retraining Notification (WARN) Act, which requires most employers with 100 or more employees to provide 60-day advance notification of plant closings and mass layoffs of employees.
- Assistance, with the help of AFL-CIO, with unions and its workers during layoffs.
- Higher productivity and worker morale and lower absenteeism during layoff event due to reduced stress.
- Lower Unemployment Insurance costs as workers are re-employed more quickly when services are begun prior to layoff.
- Decreased likelihood of sabotage or work disruptions.
- Media and rumor management. Rapid Response teams understand the often confidential nature of layoffs, and will work with the company to ensure confidentiality at all times.
- Better public relations for an employer. Rapid Response teams can also work with the media to highlight services an employer is providing to its workers during a layoff period, which will improve a company's public image.

Expansion and Growth

Work with businesses to develop growth and expansion plans including:

- Linking growing companies to skilled workers from similar/downsized companies.
- Providing access to job posting boards, job fairs, and recruitment activities.
- Assisting in finding qualified, pre-screened candidates.
- Testing and accessing applicants.
- Providing information on the labor market, training grants, and tax credits.

Who is eligible for these benefits and services?

- Employers facing a downturn in sales and looking for alternatives to layoffs.
- Employers who need to lay off staff and are seeking to make the transition as smooth as possible for the company, affected workers, and the community as a whole.
- Employers who are growing quickly and looking to hire skilled workers from companies that are downsizing.

What is the process for an employer to apply?

Employers should contact their Rapid Response team or state's Dislocated Worker Unit to notify them of impending layoffs or to inquire about other services for their company. A Rapid Response Team member will then contact the employer to discuss options available and set up an on-site meeting.

Contact Info:

Rapid Response Unit
Charles F. Hurley Building
19 Staniford Street, First Floor
Boston, MA 02114
617-626-5300
www.mass.gov/dcs/rapidresponse

Also, please refer to page 47 for specific contact information.



Department of Unemployment Assistance (DUA) - Unemployment Insurance (UI) Program

What is the purpose of this resource?

The Department of Unemployment Assistance (DUA) is one of several constituent departments of the Massachusetts Executive Office of Labor and Workforce Development. DUA offers several programs designed to support businesses during times of hardship including the Unemployment Insurance (UI) program.

UI provides Massachusetts workers with valuable benefits – temporary income protection and training during periods of unemployment and uncertainty. Employers play an important role in providing these benefits to Massachusetts workers. Employers fund the UI program, and serve as a resource for unemployed workers seeking UI benefits.

What benefits or services are offered by this resource to employers?

Since employers fund the UI program, DUA offers the following support services to employers to better facilitate the UI process:

On the web: Employers may handle all their UI-related business needs by visiting UI Online at www.mass.gov/dua. Through DUA's online system, employers can:

- Register their business,
- Set up a UI Online account as well as view and manage account information,
- Process wage and employment reports,
- Calculate and pay taxes,
- View benefit charges and rate notices, and
- Designate third-party administrators to manage activities on the business' behalf.

DUA also provides online access to The Employer's Guide to Unemployment Insurance at www.mass.gov/lwd/docs/dua/business/employer-handbook.pdf. This guide is a resource to help employers understand the Massachusetts Unemployment Insurance Law and navigate DUA's policies and procedures.

By telephone: Employers may also call the DUA Revenue Department at 617-626-5075, where they will hear the following prompts:

Press	...if an employer requires support with the following
1	Accessing an online account previously activated or registered account
2	Changing ownership, purchasing, selling, or transferring a business, changing organizational type or reporting a new Federal Tax ID
3	Registering a business, activate, update, or close an account
4	Filing employment and wage data, make payments, or request refunds or adjustments to previously filed wages
5	Obtaining information regarding reimbursable accounts or benefit charges
6	Following up on a notice of amount due, a court order, bank levies and liens, tax intercept, bankruptcy, or payment plans
7	Inquiring about an audit for employers located in the greater Boston area
8	Accessing experience rating information, voluntary contribution option, or an annual rate notice

Other employer support services	Phone
Economic Research	617-626-6872
24-Hour Fraud Hotline	800-354-9927
Audit Info located in the Western Region	413-452-4725
Municipalities Hotline	617-626-6262
Federal, Military, Interstate, and Combined Wage Claims	617-626-4749
Benefits Questions	617-626-6800

Who is eligible for these benefits and services?

Requirements for employers to contribute to the UI Trust Fund:

- For private, for-profit employers, the Massachusetts Unemployment Insurance law requires such employers to contribute to the UI Trust Fund if their businesses meets the following conditions:
 - Have employees working one or more days in 13 weeks during a calendar year. The weeks of employment need not be consecutive nor must the employees remain the same.
 - Pay wages of \$1,500 or more in any calendar quarter.
- For certain types of employers, different thresholds must be met before they are required to make UI contributions. These include agricultural employers, domestic workers, and out-of-state employers. More information on these thresholds can be found on page seven of DUA's *Employer's Guide to Unemployment Insurance*.
- In addition to the factors above, DUA considers other factors (including the type of legal entity of the business, the type of management structure, and the location of where the work was performed) in determining whether an organization is required to contribute to UI, such as for a sole proprietor and/or for a partnership.
- Government and non-profit employers are exempt from Federal Unemployment Tax Act (FUTA) tax. In addition, governmental and non-profit employers may choose to reimburse DUA dollar-for-dollar for all regular UI benefits paid to their workers via the reimbursable method instead of paying quarterly contributions.

Requirements for employees to receive UI benefits:

- With some exceptions, the Unemployment Insurance program covers most workers in public, private, and non-profit (organizations holding 501(c)3 status) sectors. A list of workers not covered under UI can be found on page six of DUA's *Employer's Guide to Unemployment Insurance*.
- Eligibility for UI benefits is based upon three sets of criteria: wages, reason for employment separation, and intent to work. More information on these criteria can be found on page nine of DUA's *Employer's Guide to Unemployment Insurance*.
- Weekly UI payment is based primarily on several factors: worker's wages, pension benefits, and part-time or reduced wages. More information on these thresholds can be found on page 11 of DUA's *Employer's Guide to Unemployment Insurance*.
- Claimants may be denied UI benefits if they are unemployed for specific reasons including, but not limited to: quitting a job voluntarily; being discharged by the employer for deliberate misconduct or a knowing violation of a reasonable and uniformly enforced rule or policy of the employer; losing a job due to conviction of a felony or misdemeanor; taking a seasonal break; for any period covered by the receipt of vacation pay, pay in lieu of dismissal notice, continuation pay, severance pay, termination pay, or Workers' Compensation for total temporary disability; individuals who are not capable of working, not available for work, or not actively seeking work; employees participating in a labor dispute (i.e., strike) that results in a substantial curtailment of the employer's business do not qualify for benefits; and individuals who are working in self-employment on a full-time basis.

What is the process for an employer to apply (register)?

- Employers should register online and set up a UI account at www.mass.gov/dua
- Once employers set up a UI account with UI Online, they will be better equipped to manage their UI responsibilities which include:
 - maintaining their account,
 - filing their quarterly Employment and Wage Detail reports,
 - making timely UI payments,
 - participating in benefit determinations,
 - keeping accurate payroll and time records,
 - tracking benefit charge activities,
 - corresponding with DUA,
 - and corresponding with workers
- Employers may call 617-626-5075 for questions about account activation and/or registration.

Contacting a local Hearings office:

Region	Address	Phone
Greater Boston	19 Stanford Street – First Floor; Boston, MA 02114	617-626-5200
Northeastern MA	11 Lawrence Street – Second Floor; Lawrence, MA 01840	978-738-4400
Southeastern MA	36 Main Street – First Floor; Brockton, MA 01840	508-894-4777
Western/Central MA	88 Industry Avenue – Suite A; Springfield, MA 01104	413-452-4700

Contact Info:

Department of Unemployment Assistance
 Charles F. Hurley Building
 19 Staniford Street, First Floor
 Boston, MA 02114
 Tel: 617-626-6800
www.mass.gov/dua

Department of Unemployment Assistance (DUA) - WorkShare Program

What is the purpose of this resource?

Sometimes employers have to cut costs. Often that means layoffs. The DUA WorkShare Program gives employers a way to avoid layoffs. Enacted into law on January 6, 1988, the WorkShare Program allows workers in an entire company, a company department, or even a small unit within the company, to share reduced work hours while also collecting Unemployment Insurance benefits to supplement their reduced wages.

What benefits or services are offered by this resource to employers?

Businesses that use WorkShare:

- Keep their trained workers working for them.
- Avoid the extra cost of having to recruit and train new workers.
- Keep their business running smoothly and poised for a heavier workflow.
- Maintain employee morale and productivity.
- Stay focused on their primary business goals.

Who is eligible for these benefits and services?

WorkShare is for any Massachusetts company (small or large), non-profit organization, or government agency. To be eligible to participate in the WorkShare Program, the business' employees must all:

- Have the same level of reduced hours (between 10-60%). The decrease in the normal weekly hours must be shared equally by all employees.
- Be full-time or permanent part-time.
- Continue to receive the same level of benefits (Health Insurance, Retirement, etc.) as before.
- Work in the same "group." The group can be a whole company, a building, department, shift, job category, etc., and all eligible employees in that group must be in WorkShare.

What is the process for an employer to apply?

To apply for WorkShare, a business should:

1. Log into their UI Online Employer Account at www.mass.gov/dua.
2. Click on *Account Maintenance* at the *Employer Home* page and complete a WorkShare application online. They must certify that they are reducing hours and using WorkShare to avoid layoffs.

Employers may call 617-626-5075 for questions about account activation and/or Employer Network registration. During the application process employers must provide:

- The name of the department(s) to participate in WorkShare.
- Their reason(s) for reducing employee hours.
- The number of weeks they want to use WorkShare, including the start and end dates.
- Information about the employees that will be participating in the WorkShare Program, including their: names, current work schedules, proposed reduced work schedules, and Social Security Numbers.

If their employees have a union, the union must agree to the business' WorkShare Plan, and the union must sign the Workshare application. Businesses must also:

- Stay up-to-date with their Unemployment Insurance contributions or other payment(s) and any interest or penalty charges they owe DUA. Negative balance employers cannot participate in the DUA WorkShare Program.
- Provide DUA with any report, record, or other information that DUA may need for the WorkShare Plan.

Contact Info:

DUA WorkShare Department
Charles F. Hurley Building
19 Staniford Street, First Floor
Boston, MA 02114
617-626-5521
www.mass.gov/dua/workshare

Also, please refer to page 47 for specific contact information.



Business Development and Partnerships

Massachusetts Office of Business Development (MOBD) - The Economic Development Incentive Program (EDIP)

What is the purpose of this resource?

The mission of the Massachusetts Office of Business Development (MOBD) is to strengthen the economy and increase job growth throughout Massachusetts by providing to businesses that are seeking to expand or locate in the Commonwealth a highly responsive, central point of contact that facilitates access to resources, expertise, and incentive programs available in the Commonwealth.

Housed within MOBD, the Economic Development Incentive Program (EDIP) is a tax-incentive program designed to foster full-time job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for full-time job creation, retention, and private investment commitments. The Economic Assistance Coordinating Council (EACC) is the governing board of the EDIP.

What benefits or services are offered by this resource to employers?

The EACC may certify four categories of projects for expanding companies that generate substantial sales outside of Massachusetts and are seeking the EDIP Investment Tax Credit (ITC). In consultation with MOBD, the EACC will determine a project's appropriate category.

- **Certified Expansion Project:** A full-time job creation and investment project within an Economic Target Area, which includes a local tax exemption and approval by the municipality.
- **Enhanced Expansion Project:** A project with exceptional employment growth of at least 100 new full-time jobs within two years, anywhere in Massachusetts.
- **Manufacturing Retention and Job Growth Project:** A project within a Gateway Municipality that either retains at least 50 full-time manufacturing jobs and/or creates at least 25 new full-time manufacturing jobs.
- **Job Creation Project:** A project with employment growth of at least 100 new full-time jobs within two years, anywhere in Massachusetts where the increment would make a Tax Increment Financing (TIF) negligible or the private investment is modest.

Certified Expansion Project (EP)

In return for full-time job creation and private investment commitments, the EACC may certify Expansion Projects (EP) within Economic Target Area (ETA) communities and award up to a 10% EDIP Investment Tax Credit (ITC) to support the project. EP are most similar to those EDIP Projects certified prior to January 1, 2010, however EP must have substantial sales outside of the Commonwealth. A municipally-driven, three-stage process is required for an EP (the first two stages may have been completed ahead of the project application). The project must receive municipal approval of local tax incentives either Tax Increment Financing (TIF) or a Special Tax Assessment (STA) and municipal approval of the Certified EP prior to being considered by the EACC.

Enhanced Expansion Project (EEP)

The EACC may certify Enhanced Expansion Projects (EEP) that will create at least 100 new full-time, permanent jobs in the Commonwealth within two years to be retained for at least five years. EEP that will strengthen the Massachusetts economy and contribute to the Commonwealth's fiscal health may be considered for an EDIP-ITC incentive of up to 10% eligible capital investment. The project may also seek local tax incentives.

Manufacturing Retention and Job Growth Project (MRP)

The EACC may certify Manufacturing Retention and Job Growth Project (MRP) that will create at least 25 new manufacturing jobs and/or maintain at least 50 full-time, permanent manufacturing jobs for at least five years in a gateway community. The project must receive municipal approval of the MRP prior to being considered by the EACC and may also seek local tax incentives from the city or town.

Job Creation Project (JCP)

A JCP Project must create at least 100 permanent full-time jobs within two years and be located anywhere in the Commonwealth. Regarding JCPs, the private investment in a facility and equipment either does not raise the assessed value of the property, meaning no increment exists for a TIF to be awarded or the TIF would be negligible. The awards are \$1,000 per new job or \$5,000 per new job in a Gateway City and are awarded in the following year after job creation is verified.

Local-Only Incentives Projects

Local Tax Incentives: A municipally supported project seeking the real property tax benefits available under a tax increment financing (TIF) plan and/or the tax exemption for personal property situated at a parcel receiving a tax increment financing exemption; or, as an alternative, a special real property tax assessment schedule (STA).

What is the process for an employer to apply?

1. EDIP Application Process:

- Participate in an introductory meeting with the MOBD.
- Work with MOBD to introduce project to municipality in order to seek any necessary approvals.
- Send a "Letter of Intent" to municipality and copied to the MOBD.
- Complete and return the EDIP Preliminary Application by the published deadline.
- Following review and upon the invitation of the MOBD, complete and return the EDIP Supplementary Application.
- If applicable, submit local approvals and agreements to MOBD.
- Upon invitation, attend an EACC meeting to present project details and request certification.

2. EDIP Award Process:

Unless additional information is required, the EACC will generally make decisions on project certification during their scheduled quarterly meetings. Projects will receive written notification of the EDIP -ITC award after the EACC meeting, usually within 48 hours.

3. EDIP Monitoring Process:

At the end of each year, certified projects are required to submit a report to the EACC and municipality in which the project is located.

Who is eligible for these benefits and services?

Businesses statewide are eligible.

Contact Info:

Massachusetts Office of Business Development
10 Park Plaza, Suite 3730
Boston, MA 02116
617-973-8600
www.mass.gov/mobd

Also, please refer to page 47 for specific contact information.



Massachusetts Manufacturing Extension Partnership (MassMEP)

What is the purpose of this resource?

MassMEP helps companies to grow and innovate as a Next Generation Manufacturer. The organization believes that an innovative, successful manufacturing base is the key to higher paying jobs and a higher quality of life in the Commonwealth.

MassMEP is an affiliate of NIST's Hollings Manufacturing Extension Partnership (MEP), a national network of 57 centers that provide assistance to small and midsize manufacturers. For the past 20 years, the MEP has worked with manufacturers to realize cost savings, new sales, and retained sales. The MEP system produces more than \$1.4 billion in cost savings and \$9.1 billion in increased or retained sales annually.

What benefits or services are offered by this resource to employers?

MassMEP transforms companies and drives manufacturing growth and innovation into the 21st century. The three core competencies of the Center are: Operational Excellence, Workforce Strategies, and Innovative Growth Solutions. Past clients, on average, have received a 35-to-one return on their investment with MassMEP and feel they are more prepared for the next step. To convey Next Generation Manufacturing (NGM) strategies, MassMEP provides:

1. Workshops and simulations conducted at various locations including, but not limited to, a company's facility or at MassMEP's facility. Workshop topics have included: principles of lean manufacturing, Training Within Industry (TWI) learning disciplines, ISO 9001-2008 certification process, idea generation for new product development, workforce readiness skills, and many others.
2. Mentoring and leadership guidance to transform manufacturing companies.
3. In-house training at a company's facility. Training topics include how to reduce continuous improvement principles, CNC training, basic manufacturing skills, innovation and growth opportunities, and many more.
4. Case studies about various manufacturers which support the impact that the Next Generation Manufacturing (NGM) framework of strategies can have on a company. Employers can review MassMEP's archives and read about various companies' successes.

Who is eligible for these benefits and services?

MassMEP is funded by the state and federal government to work primarily with manufacturers and warehouse distribution businesses. Ideally, companies are small to midsize (under 500 employees).

Contact Info:

Massachusetts Manufacturing Extension Partnership
100 Grove Street, Suite 108
Worcester, MA 01605
508-831-7020
www.massmep.org



Massachusetts Growth Capital Corporation (MGCC)

What is the purpose of this resource?

The Mission of the Massachusetts Growth Capital Corporation (MGCC) is to create and preserve jobs at small businesses, women- and minority-owned businesses, and to promote economic development in underserved, gateway municipalities and low- and moderate-income communities. MGCC provides a centralized resource at the state level that offers working capital, loan guarantees, and targeted technical assistance to solve specific financial and operational problems. MGCC will provide 50% of the cost of such assistance, while the company being assisted will invest the other 50%.

What benefits or services are offered by this resource to employers?

Loan Officers at MGCC have the experience to help a prospective borrower identify the most appropriate loan product for its needs and to structure the loan accordingly:

- **Subordinated Loans:** Many of MGCC's loans are made in conjunction with bank financing. Typically, the bank will have a senior position on assets and MGCC will be in a subordinated position. These loans are usually written as five-year Term Loans.
- **Lines of Credit:** When a company needs to receive partial advances of loan proceeds to meet working capital needs, such as for a seasonal business, a one year Line of Credit may be appropriate. A Line of Credit may be renewed for a second year or may be converted to a Term Loan.
- **Term Loans:** Working capital requirements are not often easily handled within one year. Cash flow is typically insufficient to repay all but the smallest loan in a year. Five-year Term Loans therefore provide a useful time frame – long enough for cash flow to increase and to allow MGCC to be repaid.
- **Contract and Purchase Order Financing:** Winning a contract or a purchase order usually requires a firm to support labor, materials, and overhead cost before billing and being paid for the work. Contract and Purchase Order financing can bridge this timing gap. Typically, a percent of the order value will be loaned, and repaid when the firm receives payment.
- **Guarantees:** If a bank cannot extend needed credit because the collateral is inadequate, MGCC can provide a partial and limited Guarantee to enable the bank to make the loan.
- **Working Capital:** Working capital can be provided for most business operational purposes. MGCC does not typically finance real estate development.
- **Technical Assistance:** MGCC provides targeted technical assistance to solve specific financial and operational problems. MGCC will provide 50% of the cost of such assistance while the company being assisted will invest the other 50%.

Who is eligible for these benefits and services?

Small businesses (as defined by the U.S. Small Business Administration) as well as women- and minority-owned businesses are eligible for MGCC loans.

What is the process for an employer to apply?

MGCC does not use a loan application, but does request the same information from all prospective borrowers. The preparation and delivery process includes:

1. MGCC learns of loan requests in many ways: directly from a prospective borrower, from a bank, by referral, by a Loan Officer's contact, through another State Agency, etc.
2. An MGCC Loan Officer is assigned, and informs the prospective borrower of the basic information required. The Loan Officer schedules a visit to the company or speaks with the company by phone and prepares a one-page summary of the request.
3. The Loan Officer meets with the Chief Lending Officer and the Chief Investment and Risk Officer to discuss the credit.
4. The Loan Officer schedules a visit to the company, begins the underwriting process, negotiates terms with any other lenders, proposes a loan structure to the borrower, and prepares a loan proposal for the MGCC Credit Committee
5. The Loan Officer makes a presentation to the MGCC Credit Committee.
6. If approved by the Credit Committee, a commitment letter is issued to the borrower, and when that is executed the loan enters the closing stage and funds are disbursed according to the loan terms.

Contact Info:

Massachusetts Growth Capital Corporation
529 Main Street
Schrafft Center, Suite 1M10
Charlestown, MA 02129
www.mcdfc.com



Massachusetts Small Business Development Center (MSBDC) Network

What is the purpose of this resource?

The Massachusetts Small Business Development Center (MSBDC) Network contributes to the entrepreneurial growth of small businesses throughout Massachusetts by providing high-quality, in-depth advising, training, and capital access.

The MSBDC Network provides one-to-one free comprehensive and confidential services focusing on, business growth and strategies, financing and loan assistance as well as strategic, marketing and operational analysis. In addition, low cost educational training programs are offered across the state targeted to the needs of small business. This is achieved through three integrated product lines: Business Advisory Services, Government Contracting, and International Trade Assistance.

Services are delivered through a statewide network of skilled professionals supported by a vast network of federal, state, educational, and private sector partners. With eight regional and specialty offices and over 50 outreach locations across the state, services are available within 30 minutes of most potential clients in the state.

What benefits or services are offered by this resource to employers?

The MSBDC Network provides free, confidential, one-to-one management advising, technical assistance, and low-cost educational training programs to prospective and existing small businesses throughout the Commonwealth. The MSBDC provides specialized services in the areas of capital formation, minority business assistance, business and industry data, international trade and procurement technical assistance which further augment services.

1. **Business Advisory Services:** A full-time staff of business advisors, supported by the resources of their host academic institutions, provides free assistance to small businesses. Services are delivered statewide through a network of eight regional centers. Services are not available at the State Office. Areas of assistance include, but are not limited to: Start-up Businesses; Business Plan Development; Financial Plan Development; Marketing and Sales Strategies; Cash Flow Analysis; Organizational and Personnel Issues; Government Procurement Assistance; Minority Business Assistance; and International Trade Assistance.
2. **Outreach Sites:** To better serve the Massachusetts small business community, the MSBDC has offsite business advisory locations (outreach sites) in conjunction with chambers of commerce and economic development entities. In addition to office hours at the regional centers, services are provided at the outreach sites, which are listed on the MSBDC website. For most small businesses this means that MSBDC services are no further than 30 minutes away. Appointments are made on a weekly or as needed basis, depending on site.
3. **Business Training:** The MSBDC conducts free and low-cost seminars, workshops, courses, and conferences addressing a wide range of concerns for both startup and existing businesses. Many of these programs are cosponsored with local chambers of commerce, colleges and universities, community development organizations, banks and trade associations.
4. **Quality Control and Accountability:** The MSBDC places great importance on monitoring and measuring the quality and economic impact of the services that they provide. MSBDC has put several measures in place (annual deliverables, surveying clients, various reviews, etc.) to ensure that they are focusing on their mission and delivering the best service possible to small businesses in Massachusetts.

Who is eligible for these benefits and services?

Small businesses (as defined by the U.S. Small Business Administration) are eligible for MSBDC services.

Contact Info:

The Massachusetts Small Business Development Center Network's State Office headquarters are located at the University of Massachusetts Amherst.

Regional offices and specialty centers are located at host universities and colleges around the state:

- Berkshire Regional Office (Pittsfield) 413-499-0933
- Boston Regional Office and Minority Business Center (Boston) 617-287-7750
- Central Regional Office (Worcester) 508-793-7615
- Massachusetts Export Center (Boston) 617-973-8664
- Procurement Technical Assistance Center (Amherst) 413-545-6303
- Northeast Regional Office (Salem) 978-542-6343
- Southeast Regional Office (Fall River) 508-673-9783
- Western Regional Office (Springfield) 413-737-6712

MSBDC Network - State Office
Tillson House
University of Massachusetts
23 Tillson Farm Road
Amherst, MA 01003
Office: 413-545-6301
Fax: 413-545-1273
www.msbdc.org



MassDevelopment

What is the purpose of this resource?

MassDevelopment works with businesses, nonprofits, and local, state, and federal officials and agencies to strengthen the Massachusetts economy. Through these collaborations they help create jobs, increase the number of housing units, eliminate blight, and address factors limiting economic growth including transportation, energy, and infrastructure deficiencies.

Offering a wide range of finance programs and real estate development services, MassDevelopment supports economic growth, development, and investment across all sectors of the Massachusetts economy: public and private; commercial, industrial, and residential; and nonprofit, including healthcare, educational, cultural, and human service providers. Their staff works in collaboration with private- and public-sector developers, businesses, and banks to identify investors and leverage public and private funds to support economic growth.

What benefits or services are offered by this resource to employers?

Financing

- **Tax-exempt Bonds:** MassDevelopment issues tax-exempt bonds on behalf of borrowers to finance eligible capital projects at the lowest possible interest rates. Bonds can be sold on the capital markets or placed directly with a borrower's bank as the lender.
- **Commercial Loans:** MassDevelopment provides loans to renovate or construct commercial, industrial, or residential rental real estate or to purchase equipment. Advance rates can be up to 90% for real estate and 100% for new manufacturing equipment. Term working capital loans are also available for manufacturing and technology companies.
- **Loan Guarantees:** MassDevelopment offers loan guarantees allowing primary lenders to advance larger loans against collateral for real estate and equipment projects.

Real Estate Services

MassDevelopment provides advisory services and planning assistance to cities and towns for real estate projects that spur economic activity across Massachusetts. Services include:

- Providing development expertise to complete complex projects.
- Conducting market or technical studies to advance real estate projects that serve the public good.
- Assistance with seeking potential matching funds to extend MassDevelopment's impact.

Who is eligible for these benefits and services?

MassDevelopment works with businesses, nonprofits, and local, state and federal officials, and agencies.

Contact Info:

MassDevelopment
99 High Street
Boston, MA 02110
1-800-445-8030
www.massdevelopment.com



MASSDEVELOPMENT

U.S. Small Business Administration (SBA)

What is the purpose of this resource?

The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. We recognize that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace.

Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands, and Guam.

What benefits or services are offered by this resource to employers?

SBA provides assistance primarily through its four programmatic functions:

1. **Access to Capital (Business Financing):** SBA provides small businesses with an array of financing for small businesses from the smallest needs in microlending—to substantial debt and equity investment capital (venture capital). Loans are made by lenders with the support of a government guarantee.
2. **Entrepreneurial Development (Education, Information, Technical Assistance & Training):** SBA provides free individual face-to-face, and internet counseling for small businesses, and low-cost training to nascent entrepreneurs and established small businesses in over 1,800 locations throughout the United States and U.S. territories.
3. **Government Contracting (Federal Procurement):** In keeping with the mandate of Section 15(g) of the Small Business Act, SBA's Office of Government Contracting sets goals with other federal departments and agencies to reach the statutory goal of 23% in prime contract dollars to small businesses. This office also provides small businesses with subcontracting procurement opportunities, outreach programs, and training.
4. **Advocacy (Voice for Small Business):** Created in 1978, this Office reviews Congressional legislation and testifies on behalf of small business. It also assesses the impact of the regulatory burden on behalf of small businesses. Additionally, it conducts a vast array of research on American small businesses and the small business environment. The Chief Counsel of this office is appointed by the President of the United States.

Who is eligible for these benefits and services?

Small businesses (as defined by SBA) are eligible for SBA services. For a list of small business standards by industry sectors visit: https://www.sba.gov/sites/default/files/files/Size_Standards_Table.pdf

Contact Info:

U.S. Small Business Administration; Region I
10 Causeway Street; Room 265
Boston, MA 02222
617-565-5590



Workforce Development Boards (WDBs)

What is the purpose of this resource?

The 16 Massachusetts Workforce Development Boards (WDBs), previously referred to as Workforce Investment Boards, lead the workforce development system through regional policy and oversight responsibilities for multiple federal and state funding streams and programs associated with all aspects of workforce development. WDBs conduct labor market studies to identify trends and develop innovative partnerships and strategies to address those trends, so that business and labor stay ahead of the curve to remain competitive. They also charter and oversee the One-Stop Career Centers.

A majority of a WDB's membership must come from private businesses. These business-led Boards are charged with creating a more cohesive demand-driven workforce development system, reflective of their region's specific needs and resources, indicated by local market factors. Seats are also designated for representatives from community-based organizations, labor unions, educational institutions, community development/economic development agencies, vocational rehabilitation, state employer services, and other non-profit entities. WDB members leverage their experience and their connections to enhance the training and educational programs available to both jobseekers and the employers wishing to hire them.

What benefits or services are offered by this resource to employers?

- WDBs offer businesses the opportunity to participate on a Board and help shape the workforce development system within their region.
- Several WDBs in Massachusetts also organize consortia/partnerships in specific industries in which employer representatives may also participate in order to connect with other entities as well as help align training curriculum with employers' needs.
- Businesses may receive labor market information from WDBs to help make workforce development decisions.
- Through the One-Stop Career Centers that the WDBs oversee, employers can access recruiting and hiring services.
- WDBs also oversee several youth employment and internship programs, which allows employers to assist with exposing youth to workplace expectations and career opportunities.
- WDBs can also provide support in applying for funding opportunities such as the Workforce Training Fund Program, The Workforce Competitiveness Trust Fund, and others.

Who is eligible for these benefits and services?

Representatives from businesses, non-profits, and government agencies of all sizes, levels, and industries participate on WDBs and in related activities.

Contact Info:

An employer may contact its local WDB to inquire about employer engagement opportunities.

A list of WDBs can be found on the following page and links to the WDBs can be found at www.massworkforce.com/region-map.php.



Massachusetts Workforce Development Boards	
Boston/Metro North Region	Central Region
Massachusetts Workforce Investment Board One Ashburton Place, Suite 2112 Boston, MA 02108 www.mass.gov/mwib 617-626-7112	Partnerships for a Skilled Workforce, Inc. 420 Lakeside Ave, Suite 301 Marlborough, MA 01752 www.pswinc.org 508-281-6910
Boston Private Industry Council Two Oliver Street Boston, MA 02109 www.bostonpic.org 617-423-3755	Central Massachusetts Workforce Investment Board 44 Front Street, Suite 300 Worcester, MA 01608 www.cmwib.org 508-799-1590
Metro North Regional Employment Board 186 Alewife Brook Parkway, Second Floor Cambridge, MA 02138 www.mnreb.org 617-864-1500	North Central Mass. Regional Employment Board 1355 Central Street Leominster, MA 01453 www.ncmwib.org 978-534-1023
Northeast Region	Western Region
Greater Lowell Workforce Investment Board 107 Merrimack Street Lowell, MA 01852 www.glwib.org 978-937-9816	Franklin Hampshire Regional Employment Board, Inc. One Arch Place Greenfield, MA 01301 www.franklinhampshirereb.org 413-773-1835
Merrimack Valley Workforce Investment Board 439 South Union Street, Suite 102 Lawrence, MA 01843 www.mvwib.org 978-682-7099	Regional Employment Board of Hampden County, Inc. 1441 Main Street, First Floor, Suite 111 Springfield, MA 01103 www.rebhc.org 413-787-1547
North Shore Workforce Investment Board 70 Washington Street, Suite 314 Salem, MA 01970 www.northshorewib.com 978-741-3805	Berkshire County Regional Employment Board, Inc. 66 Allen Street Pittsfield, MA 01201 www.berkshirereb.org 413-442-7177
Southeast Region	
South Shore Workforce Investment Board 15 Cottage Avenue, Suite 302 Quincy, MA 02169 www.southshorewib.org 617-328-7001	Greater New Bedford Workforce Investment Board, Inc. 227 Union Street, Suite 206 New Bedford, MA 02740 www.gnbwib.org 508-979-1504
Brockton Area Workforce Investment Board 34 School Street, Second Floor Brockton, MA 02301 www.bawib.org 508-584-3234	Cape and Islands Workforce Investment Board 426 North Street, Suite Nine Hyannis, MA 02601 www.ciwb.org 508-775-5900
Bristol Workforce Investment Board One Government Center, Fifth Floor Fall River, MA 02722 www.bristolwib.org 508-675-1165	

Important Websites

The Commonwealth of Massachusetts

www.mass.gov

The official website of the Commonwealth of Massachusetts has resources for employers and businesses including links to state agencies, labor market information, employer benefit programs, and much more. Highlighted pages include:

Mass.gov Business Portal

www.mass.gov/portal/business

The Mass.gov business portal is an online resource for current businesses or entities starting up and provides information, tools, and more in an effort to help businesses succeed in Massachusetts.

Massachusetts Executive Office of Labor and Workforce Development

www.mass.gov/lwd

The official website of the Executive Office of Labor and Workforce Development (EOLWD), one of several executive offices of Massachusetts government, which includes links to the Department of Career Services, Department of Unemployment Assistance, One-Stop Career Centers, and more.

Department of Career Services

www.mass.gov/dcs

The official website of the Department of Career Services (DCS), one of several departments of the Massachusetts Executive Office of Labor and Workforce Development.

Department of Unemployment Assistance

www.mass.gov/dua

The official website of the Department of Unemployment Assistance (DUA), one of several departments of Massachusetts Executive Office of Labor and Workforce Development.

Labor Market Information

www.mass.gov/lmi

Online data and statistics on employment, wages, and other relevant labor information

DCS Veteran Employment Representatives Contact List

www.mass.gov/dcs/vet-rep

The Veteran Employment Reps listing provides contact info for Veterans' service professionals in Massachusetts.

Massachusetts Executive Office of Housing and Economic Development

www.mass.gov/hed

The official website of the Executive Office of Housing and Economic Development (EOHED); includes links to the Office of Consumer Affairs and Business Regulation, Massachusetts Office of Business Development (MOBD), Department of Housing and Community Development (DHCD), Massachusetts Permit Regulatory Office (MPRO), Massachusetts Office of International Trade and Investment (MOITI), and Office of Performance Management and Oversight (OPMO).

Health Connector

<https://www.mahealthconnector.info>

The Health Connector is an independent state agency that helps Massachusetts employers find the right plan for their business including how to contribute toward a Commonwealth Choice plan for employees or receive tax-free savings to buy an independent plan for a business.

Massachusetts AFL-CIO Rapid Response Services for Unionized Workers

www.massafcio.org/rapid-response

The Massachusetts AFL-CIO Rapid Response Team partners with the State Rapid Response team to assist unions and workers who are experiencing layoffs or downsizing.

MassRIDES

<http://www.commute.com/employer-options>

MassRIDES is a free program of the Massachusetts Department of Transportation (MassDOT) designed to help reduce traffic congestion and improve air quality and mobility. To accomplish these goals, MassRIDES works with both employers and commuters within the Commonwealth to promote the use of commute options. Specifically for businesses, MassRIDES assists employers with the implementation of commute options that help reduce the number of cars traveling to a worksite, improve air quality, and reduce traffic congestion, while saving employers and employees money. Commute options programs complement existing benefit packages and environmental efforts and are low or no cost to employers.

Resource Contact List

Name	Title	Telephone	Email	Other
Department of Career Services (DCS) - Work Opportunity Tax Credit (WOTC)				
Jack Sprince	State Coordinator	617-626-5730	jsprince@detma.org	617-727-8671 (Fax)
Commonwealth Corporation - Workforce Training Fund Programs (WTFP)				
Robert Oftring, Jr.	Program Manager and Outreach Coordinator	617-717-6915	rofttring@commcorp.org	
The Division of Apprentice Standards (DAS) - Apprenticeship Programs				
Henry Mattuchio	Compliance Officer, Boston and North Shore Region	617-626-5403	henry.mattuchio@massmail.state.ma.us	617-626-5427 (Fax)
Madeleine McGuire	Compliance Officer, South Shore, Cape Cod, and Islands	617-626-5989	madeleine.mcguire@massmail.state.ma.us	508-824-1303 (Fax)
Frank Mooney	Compliance Officer, West Region	413-732-1139	francis.mooney@massmail.state.ma.us	413-732-6374 (Fax)
Department of Industrial Accidents (DIA) – Safety Grant Program				
Kathy Manson	Director	617-727-4900 extension 7374	kathy.manson@state.ma.us	
Maria Pesantes	Program Coordinator	617-727-4900 extension 7376	maria.pesantes@massmail.state.ma.us	
Deven Awalt	Program Coordinator	617-727-4900 extension 7404	deven.awalt@massmail.state.ma.us	
Department of Labor Standards (DLS) - OSHA Consultation Program				
Kathy Flannery	Program Supervisor	508-616-0461	kathy.flannery@state.ma.us	978-687-0013 (Fax)
Department of Career Services (DCS) - Rapid Response				
Ken Messina	Rapid Response Business Engagement Manager	617-626-5703	kmessina@detma.org	617-727-8671 (Fax)
Robert Higgins	Coordinator, Boston/Metro North Region	617-661-7867 Extension 246	rhiggins@detma.org	617-661-7571 (Fax)
Norca Disla-Shannon	Coordinator, Northeast Region	978-722-7013	ndisla-shannon@detma.org	978-722-7090 (Fax)
Timothy Nolan	Coordinator, Southeast Region	508-513-3402	tnolan@detma.org	508-513-3450 (Fax)
Joe Mello	Coordinator, Central Region	978-534-1481 Extension 237	jmello@detma.org	978-534-1375 (Fax)
Kathy Clark	Coordinator, Western Region	413-586-6506 Extension 119	kclark@detma.org	413-784-1170 (Fax)
Department of Unemployment Assistance (DUA) - WorkShare Program				
Wendy Hamlett	Integration, DUA and DCS	617-626-6099	whamlett@detma.org	
Massachusetts Office of Business Development (MOBD) - The Economic Development Incentive Program (EDIP)				
Maria DiStephano	Regional Director, Northeast Region	617-973-8534		617-973-8554 (Fax)
Peter Milano	Senior Regional Director, Northeast Region	978-970-1193	peter.milano-sea@state.ma.us	
Richard Dalton	Regional Director, Greater Boston Region	617-973-8537	dick.dalton@state.ma.us	
Jon Golnik	Regional Director, Central Region	508-792-7506 ext. 128	jon.golnik@state.ma.us	
Debra Boronski	Regional Director, Western Region	413-733-5357	debra.boronski@state.ma.us	
Maria Marasco, Esq.	Regional Director, Southeast Region	508-730-1438	maria.marasco@state.ma.us	